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POLICY FOR THE ARTS

Corporation of the City of Hamilton

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TABLE OF CONTENTS

	Page
1.0 <u>Philosophical Preamble</u>	2
2.0 <u>Background</u>	4
2.1 General Statement	4
2.2 Arts Task Force	5
2.3 Arts Advisory Sub-Committee	5
2.4 Arts Co-Ordinator	6
2.5 Summary Statement	6
2.6 Definitions	7
3.0 <u>Policy</u>	8
3.1 Principles	8
3.2 Mission Statement	9
3.3 Objectives, Policy Directions, Strategies	9
4.0 <u>Draft Review Process</u>	
5.0 <u>Financial Implications</u>	

1.0 PHILOSOPHICAL PREAMBLE

From times of pre-history to the present, the artistic expressions of man have sought to interpret and define many components of a life experience, such as perceptions, emotions, dreams and aspirations. Artists as a group have been viewed as those whose sensitivity to their environment, whose ability to create symbols which articulate universal experiences, made them valued members of their societies. But their particular style of communication could not exist in a vacuum. It required the attention, the recognition, the acceptance and the participation of those members of the community who were not artists, but rather the audience. The relationship of these two integral parts of the creative experience has, and continues to be, an essential ingredient in the life of any community.

In an age of sophisticated technology and consumer-based economies, western civilization is in increasing danger of relegating the creative process to a minor role in the general scheme of things. It would appear that the products of artists can most easily be accepted if they represent a profitable commercial experience. In many instances, and increasingly in this decade, the commercial viability of the arts has been recognized as a notable contribution to the economies of western nations. This development does give the arts an acceptable aura of credibility, a "reason for being" in contemporary terms. However, to those directly involved in arts occupations, the essence of creativity, of artistic expression in a wide variety of mediums, will only ever be justified in terms of the necessity of man's continuing attempts to understand himself and his world and to relate to his fellowmen. This ancient pre-occupation, as relevant today as it was thousands of years ago, and

of inestimable value to the well-being of the community, deserves our attention, our support, and our best efforts to ensure a nurturing environment for an ongoing journey of exploration and discovery which provides us with contemporary definitions of who we are and what we might become.

2.0 BACKGROUND

2.1 General Statement

Over many years, members of Hamilton's arts community have provided the City with a rich mix of cultural experiences. This has been made possible through the efforts of artists, audiences, patrons, volunteer workers and government. Artists and arts organizations in Hamilton have traditionally produced high quality work in spite of a variety of limitations. The work of many of them is recognized on national and international levels. In many instances proximity to Toronto has afforded them additional and necessary opportunities for professional development in educational venues and through exposure to larger audiences. A number of our artists have consequently left Hamilton. Others have chosen to remain, facing challenges on a continuing basis which are a characteristic part of producing art in this community.

While the general goals towards which artists in all disciplines strive are the same, there has existed a lack of cohesiveness which an arts community must display in order to effectively promote itself and thrive. Most artists and arts organizations work in relatively isolated situations. In many instances there is no common voice and co-operative attempts to solve problems or to launch projects are conducted in small, short-lived cadres.

The conduct of our arts community's business has existed outside of any formal protective or nurturing structure such as that now enjoyed by the educational and library systems. In view of current action in a growing number of Canadian cities to formalize their municipal arts roles and to encourage partnerships in arts support at the City and other government levels, it is timely that the City of Hamilton provide leadership in this regard.

We have benefitted from examples of co-operative actions initiated by other cities, but in the final analysis each community must consider its own unique strengths, weaknesses, needs and talents in order to enhance its own potential as a desirable living environment and to map a plausible future for its citizens.

2.2 Arts Task Force

A Culture and Recreation Master Plan Report, developed by Dutoit and Associates, was accepted by City Council in May 1985. In response to the Master Plan's discussion of the importance of the establishment of a "Municipal Arts Policy", an Arts Task Force under the chairmanship of Mr. Ken Brown began its work in January 1986. This sixty-member team, representing a broad cross-section of the arts community, drafted a report detailing nineteen recommendations for the arts. These recommendations dealt with Funding, Facilities, Roles and Responsibilities, and Promotion.

2.3 Arts Advisory Sub-Committee

Recommendation One of the Arts Task Force, advocated the organization of the Arts Advisory Sub-Committee which would report to the Parks and Recreation Committee. Members for this Sub-Committee came from the Arts Task Force membership and applications were accepted in response to a published call. The Sub-Committee began to meet on a monthly basis in November 1987. Its mandate was to develop a Municipal Arts Policy using the nineteen recommendations as guidelines.

2.4 Arts Co-Ordinator

Recommendation Two, concerning the hiring of an Arts Co-Ordinator, was acted on by the Culture and Recreation Department in August 1988. Over the initial contract period of one year, the Arts Co-Ordinator worked with the Arts Advisory Sub-Committee in the drafting of the Policy.

2.5 Summary Statement

While it is in many circumstances desirable to have a comprehensive cultural policy, this Policy does not address Heritage or Multicultural issues. The chosen focus is on the arts in Hamilton.

The following document represents the results of co-operative efforts over the past five years by the Department and the community to articulate direction and strategies for arts recognition and support, on a formal basis, for the City of Hamilton. It is felt that the principles and spirit of the Policy reflect a constructive approach to the ongoing improvement of our City's image, its quality of life, and significant contribution to a diversified economic base.

2.6 DEFINITIONS

For the purposes of this policy document, the following definitions have been used:

CULTURE: "A state of civilization; its conventions and customs; embracing both arts and heritage." 1

ARTS: "The arts collectively may be defined as those activities and works which reflect the creative experience. Such creativity may be expressed as an individual or as part of a group but it is essential that the imagination of the participant and audience be challenged." 2

"Arts includes but is not limited to: music drama, folk art, creative writing, architecture and allied fields, painting, sculpture, photography, graphic and craft art, industrial design, motion picture, television, radio, tape and sound recording, the arts related to presentation, form, execution, exhibition.... and the study and application of the arts to the human environment." 3

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1. Webster's Dictionary
 2. Culture & Recreation Master Plan, Dutoit and Associates, 1985, p.20
 3. Public Law #209 of the 89th United States Congress establishing the National Foundation for the Endowment of the Arts and Humanities. Section 3b

3.0 POLICY

3.1 Principles

The development of an arts policy for Hamilton was shaped by the following five major considerations:

Partnerships

The City of Hamilton recognizes that it is one agency among many, that it shares responsibility for local arts development, and acknowledges that co-operation with its partners would be in the best interests of all concerned.

Excellence

The City of Hamilton encourages the pursuit of excellence in the creative efforts of individuals and organizations at all levels of artistic activity.

Awareness and Appreciation

The City of Hamilton has a responsibility for enhancing and facilitating the general public's awareness of, and appreciation for, the local arts environment.

Fiscal Responsibility

The City of Hamilton supports all efforts to address the issue of responsible financial management and planning on the part of the arts community in the conduct of its business.

Access

The City of Hamilton has a role in ensuring public access to arts activities, services and venues.

3.2 Mission Statement

The City of Hamilton will promote an environment for its citizens which encourages processes leading to creative achievements; which provides access to artistic experiences; which enhances and acknowledges the vital role played by the arts in the life of this community.

3.3 Objectives, Policy Directions, Strategies

Relationships.....	(Objectives 1 - 4)
Facilities.....	(Objectives 5 - 8)
Programmes.....	(Objectives 9 - 10)
Funding.....	(Objectives 11 - 20)
Implementation.....	(Objective 21)

Objective #1

RELATIONSHIPS
To include the position of Arts Co-Ordinator as an integral part of the implementation of the strategies brought forward in this policy.

POLICY DIRECTION:

To recommend that the City of Hamilton approve the position of Arts Co-Ordinator as a permanent staff role in the Department of Culture and Recreation.

Rationale - Through the recommendations of the Culture and Recreation Master Plan, and the Arts Task Force, the need for the position of Arts Co-Ordinator was identified. The one-year contract position was originally designed to assist in the development of the Municipal Arts Policy. During this process it has been seen that there is a need for staff with experience and expertise in arts related matters to make the implementation and monitoring of the policy possible.

STRATEGIES:

That the Department of Culture and Recreation will support a positive and productive relationship between the City and the arts community by designating a permanent staff person to fulfil this role.

That consideration be given to include the following functions as part of that role:

- a) the promotion of communication and information-sharing between the City and the arts community;
- b) the provision of consultation for the co-ordination of special arts related events;
- c) the provision of consultation and facilitation in the processing of applications for arts grants;
- d) the provision of consultation and co-ordination in arts programming for recreation centres.
- e) to act as a consultant and resource person for the Arts Advisory Sub-Committee.

Objective #2

RELATIONSHIPS
To initiate discussion with the Regional Municipality of Hamilton-Wentworth which will encourage the co-ordination and development of complementary arts support policies.

POLICY DIRECTION:

To recommend that the City of Hamilton engage in a formal working relationship with the Regional Municipality of Hamilton-Wentworth regarding the support and promotion of the arts community served by these governments.

Rationale - An official method of sharing responsibility for the support of the arts in the greater Hamilton-Wentworth region needs to be developed. A major portion of the Regional budget is contributed by the City of Hamilton.

STRATEGIES:

That a process for discussion be organized through City staff and the Arts Advisory Sub-Committee to address arts support issues of mutual concern to the City and the regional government.

That the results of such discussion be made the subject of a report to assist in any future policies regarding the co-ordination of arts support.

Objective #3

RELATIONSHIPS
To encourage partnerships in arts planning.

POLICY DIRECTION:

To recommend that the City pursue opportunities for, and initiate the development of public, private, and community partnerships.

Rationale - Joint ventures will provide the potential for maximizing every resource available for local arts development.

STRATEGIES:

That the City and the Arts Advisory Sub-Committee identify and assess those areas in which partnerships and joint ventures could be developed.

That the City and the Arts Advisory Sub-Committee identify methods to elicit the support of all identified partners. These methods could include:

- a) an ongoing dialogue to establish a forum for information exchange;
- b) regularly-scheduled meetings of the Arts Advisory Sub-Committee, specifically designed to facilitate communication, which all partners (i.e. Senior Staff and Members of the Community) are encouraged to attend.

That the Arts Advisory Sub-Committee act in a consulting role to senior staff in matters pertaining to the arts, (e.g. grants process).

Objective #4

RELATIONSHIPS
To achieve effective and efficient co-ordination in arts service delivery with all partners.

POLICY DIRECTION:

To recommend that the City assume an active role in ensuring that arts programmes and services are effectively co-ordinated, compatible, and complementary with the services offered by other partners involved in arts development.

STRATEGIES:

That the City promote effective co-ordination during the development and implementation of arts-related activities and initiatives undertaken by various Departments within the City.

That the City co-ordinate its Municipal Arts Policy, programmes and initiatives with any future policies, programmes and initiatives of the Regional Municipality of Hamilton-Wentworth.

That the City ensure that its arts programmes and initiatives are compatible and complementary with services provided by all other organizations and agencies, for example, the Hamilton and Region Arts Council, Creative Arts Inc., the C.L.E.A.R. Group, Hamilton Entertainment and Convention Facilities Inc., McMaster University, Mohawk College of Applied Arts and Technology, and the Boards of Education.

That the production of a comprehensive arts directory, listing all artists and arts groups in the greater Hamilton area be considered as a joint project of the City and the Hamilton and Region Arts Council for 1990.

That the City take an active part in arbitrating and resolving any differences or perceived differences relating to the arts.

Objective #5

FACILITIES
To encourage the visibility of art in existing and future publicly accessible places in the City of Hamilton.

POLICY DIRECTION:

To recommend that the City of Hamilton initiate research into the development of a specific policy which will comprehensively address the issue of art displayed, installed and performed in public places.

Rationale - The placement and installation of works of art in public places has historically been dealt with on an AD HOC basis. There have been no guidelines concerning selection, co-ordination, liaison, acquisition, funding, or standards of artistic excellence. There has been a Committee dealing with art in public places since 1985.

STRATEGIES:

That the Department of Culture and Recreation and the Arts Advisory Sub-Committee research comparative policies from other municipalities and invite discussion regarding this subject from interested partners and community arts groups, resulting in the preparation of a discussion document.

That by 1990, the Department of Culture and Recreation and the Arts Advisory Sub-Committee be prepared to present in draft form an ART IN PUBLIC PLACES policy for the consideration of the Parks and Recreation Committee.

Objective #6

FACILITIES
To facilitate and monitor the technical aspects of special events taking place in public places in Hamilton regarding access, licensing, and legal requirements.

POLICY DIRECTION:

To recommend that the Department of Culture & Recreation become the co-ordinating body to aid in the technical aspects of special events; this would include access to parks and historical sites for arts productions and special events.

Rationale - There is no clear-cut identifiable department at City Hall to monitor and facilitate special events. Each event has specific needs that are answered at several different departments and City committees. It is a process which is confusing, time-consuming, and counter-productive.

STRATEGIES:

That a printed guide be prepared by the Department of Culture and Recreation as a complete information package on procedure for the requirements of special events.

That the City of Hamilton establish a procedural policy to designate one specific office for the processing of special events requirements. That this procedural policy's development include an assessment of the job descriptions of those staff now dealing with special events issues through their various departments.

Objective #7

FACILITIES
To support and/or develop facilities for arts organizations as needs become apparent.

POLICY DIRECTION:

To recommend that the City of Hamilton take an active role in supporting and/or developing facilities for arts organizations as needs are identified.

Rationale - Many arts groups are severely limited in the availability of suitable space for their workspace, office, exhibition, rehearsal, and storage needs.

STRATEGIES:

That the City of Hamilton investigate a two tier system of subsidy for arts organizations for use of city-owned/operated facilities and buildings.

That as City or other public agency owned property becomes available for lease or sale (e.g. - schools), the City will explore opportunities to accommodate expressed legitimate arts facility needs.

Objective #8

FACILITIES
To address facilities issues which have an impact on the arts community

POLICY DIRECTION:

To continue the research and consultation necessary on facilities matters which will be the subjects of future policy reports.

Rationale - There are additional facilities issues which were described by the Arts Task Force in its report which have not been treated in this document. As the dynamics of facilities operations and services evolve over time, review of the arts community's involvement in these venues will require ongoing assessment.

STRATEGY:

That the Department of Culture and Recreation and the Arts Advisory Subcommittee continue to work towards the resolution of arts community interests in the services offered in city owned facilities and other public places.

Objective #9

PROGRAMMES
To encourage awareness of the contribution which the arts community makes to the quality of life in Hamilton.

POLICY DIRECTION:

To endorse the planning and implementation of an annual "Arts Awareness Week".

Rationale - The need for this recommendation was first described in the Arts Task Force's list of nineteen recommendations.

Hamilton has many fine artists whose achievements in their fields are known far outside of their own community. At the same time, their work is unrecognized or unfamiliar at home. The people of Hamilton should be made more aware of all aspects of their own artists and arts organizations.

This would encourage the people of this entire region to become involved in arts activities. It would also foster tourism and economic benefits.

STRATEGIES:

That 1990 become the inaugural year for an annual recognition and celebration of the artists and arts organizations of Hamilton.

That the Department of Culture and Recreation and the Arts Advisory Sub-Committee accept a leadership role in assembling an organizing committee representative of not only the arts community, but of the community at large.

That the Department and the Arts Advisory Sub-Committee actively encourage the participation of their partners to support and organize this event.

Objective #10

<u>PROGRAMMES</u>
To support access to arts education programmes for the citizens of Hamilton.

POLICY DIRECTION:

To recommend that the City examine opportunities, in co-operation with its partners, to meet justified community needs for arts education.

Rationale - A variety of arts education venues should be developed as alternatives or complements to those offered in the formal school system.

Just as the provision of organized amateur sports opportunities provides people with excellent ways to develop athletically, to learn to co-operate in a team situation, to test their leadership abilities and enhance positive self-images, so too can the arts provide many people with positive values and learning experiences.

STRATEGIES:

That the City, in co-operation with its partners, compile an inventory of arts learning opportunities as a first step in determining availability and present usage of such programmes.

That subsequently a survey be conducted to determine numbers of potential users of such programmes, and from this, identify gaps or lack of present service, e.g. classroom theatre training for adults.

That present services, through innovative planning approaches, make the best use of existing facilities, available staff, and resources.

That established arts organizations consider options to share information and knowledge within their own areas of expertise through workshops in arts skills development, administration training, and volunteer development.

That neighbourhood community/recreation centres be considered as possible venues for necessary programmes.

Objective #11

PROGRAMMES
To improve the promotion of arts services and programmes in the community.

POLICY DIRECTION:

To recommend that the City encourage and assist the arts community in its efforts to develop increased public awareness of arts activities and issues.

Rationale - In order to effectively promote Hamilton's wealth of arts activities, a co-ordinated approach would be most effective. Positive results would be possible in terms of access to information and in maximum marketing dollar impact.

STRATEGY:

That the City and its partners develop an arts information network consisting of:

- an active marketing and information "hot line";
- workshops, forums, and public information meetings;
- opportunities for regular dialogue within the arts community itself.
- a pamphlet or book outlining the grants process and including a sample application. This would also provide an under-standing of the Committee structure and the sequence of events leading to grants approvals.

Objective #12

FUNDING
(a) To encourage the equitable distribution of available grant monies;
(b) To encourage the development of responsible accounting among arts grant applicants and recipients.

POLICY DIRECTION:

To redefine financial support to arts organizations and arts facilities; specifically to address the differences between programming grants and facility operating grants.

Rationale - Appropriate funding levels are easier to determine when percentages and per capita spending can be compared with other municipalities on a "like" to "like" basis.

STRATEGIES:

That budget recommendations be categorized as:

- a) Grants to City owned/operated facilities;
- b) Grants to community arts organizations.

That applicants for arts grants meet basic qualifying criteria:

- a) Be an incorporated non-profit organization with a community-based Board of Directors;
- b) Be in business for more than one year;
- c) Be prepared to submit a financial statement for the previous operating year, and be prepared to submit an audited statement at their fiscal year end if approved for a grant in excess of five thousand dollars;
- d) Be prepared to offer some aspect of their service free to the community.

Objective #13

FUNDING
To encourage a partnership between the arts community and the City of Hamilton in the evaluation of arts grants.

POLICY DIRECTION:

To establish a mechanism for peer consultation concerning arts grant applications during the review and recommendation procedure.

Rationale - Current arts grant applications are reviewed and recommended by the Chief Administrative Officer, the Treasurer, and the Director of Culture and Recreation. There does not exist an opportunity for peer assessment in arts grant applications.

STRATEGIES:

That a non-partisan representative(s) with knowledge of and experience in the arts, attend the review and recommendation process, currently presided over by the Chief Administrative Officer, the Treasurer, and the Director of Culture and Recreation, in an advisory capacity. This representative(s) would be recommended by the Arts Advisory Sub-Committee.

That the representative(s) be prepared to contribute expertise on the integrity of the application, on the community's perception of the organization or project, and on the quality of the applicant's past achievements.

Objective #14

FUNDING
To encourage and facilitate annual financial planning in arts organizations.

POLICY DIRECTION:

To restructure the annual time frame for arts grant applications and reviews.

Rationale - The current approval mechanism involves a considerable length of time for submission deadline to notice of grant approval or denial. Applicants making submissions in October are not advised of Council's decision until April of the following year. As with any business, arts organizations must plan in advance for programming, staffing, facility rentals, etc. Deficits are incurred when the organization must move ahead with programming while anticipating incoming funds which may, in fact, not be forthcoming, or reduced in amounts originally applied for.

STRATEGIES:

Option 1

That a three month time span, from submission of application to ratification be adopted, which is similar to most provincial and federal guidelines.

OR

Option 2

That two funding periods a year may assist some organizations who need to put additional research or financial backing in place before coming to Council for their annual grant.

Therefore:

October applications to be processed in January. February applications to be processed in May.

Objective #15

FUNDING
To ensure that arts grants increases reflect the annual rate of inflation.

POLICY DIRECTION:

To establish arts grants procedure which would reflect increases based on the annual rate of inflation.

Rationale - Arts organizations are subject to the effects of inflation. Many organizations have had to limit services and quality because financial support has not kept pace with the cost of living.

STRATEGY:

That established cornerstone organizations should receive increased funding each year correlated to the previous year's inflation rate.

Objective #16

FUNDING
To encourage accountable management of funds and delivery of service by arts organizations.

POLICY DIRECTION:

To establish a process by which the most effective use of arts grants' monies could be analyzed and implemented.

Rationale - Some organizations and/or services may have become redundant. Others may not be delivering community accessible programmes. Herein exists an opportunity for redirecting current funds.

STRATEGIES:

That any arts organization currently receiving funding through the City's grant process be open to a review of its delivery of service and business techniques over a period of two years.

That after such a review, if the organization being examined does not demonstrate that grant funds received are being used as promised by the organization, its current funding level will be frozen. If the situation does not show improvement, funding levels will be reduced by fifty per cent each year thereafter. (Sunset Clause)

Objective #17

FUNDING
To provide an opportunity for individuals and/or private organizations to apply for arts grants/funding.

POLICY DIRECTION:

To establish a process with appropriate checks and balances which will allow individuals or private organizations to apply for financial assistance.

Rationale - There does not currently exist any means by which arts grants/funding may be made available to individuals and/or private organizations as a formal part of the City's grant policy.

STRATEGY:

That individuals and/or private organizations be allowed to apply for arts grants under the auspices of an established non-profit arts organization. This approach would offer the City the necessary substantiations for decision-making through the non-profit organizations's Board of Directors and official audit.

Objective #18

FUNDING
To encourage a measure of self-reliance and entrepreneurship in the operation of all arts organizations.

POLICY DIRECTION:

To establish an arts grants procedure which would require applicants to demonstrate that their organizations' financial operations are not based solely on funding from the City.

Rationale - The City should be able to directly request proof of secured funding from other sources as part of the conditions for grant approval. The City cannot realistically be expected to underwrite total operating budgets or project budgets.

STRATEGIES:

That applicants for arts grants/funding be limited to requesting up to a maximum of 33 1/3% of their total operating budget or project budget.

That a requirement of the application process be demonstration of secured or promised funding for the balance of the applicant's operating or project budget.

Objective #19

FUNDING
To establish a base of City support funding for arts programming.

POLICY DIRECTION:

To recommend that an annual commitment to the arts industry and ongoing service to programme development for all Hamiltonians be established by the City.

Rationale - City financial support has not grown with overall City development. More arts service is necessary to enhance the community quality of life, as well as contribute to the recreational, tourist and artistic demands of one of Canada's major urban centres. We have fallen behind because there is no long term planning or financial commitment. It is recognized that City supported services are fully accessible to all residents, both those of the City and the Region. Also recognized is the fact that the population growth of the City is relatively stable, while that of the Region continues to grow.

STRATEGIES:

That a two-tier assessment be instituted, based on City taxes, and to a lesser extent on those of the Region; specifically for arts programming and development.

That this formula and a percentage can best be established by the City's Finance Department in co-operation with the Regional Municipality of Hamilton/Wentworth. If this assessment were made within the property tax structure there would be a source of permanent funds similar to that used for other services such as roads, sewers, policing, etc.

Objective #20

FUNDING
To establish a source of City funding for emerging arts organizations and innovative arts programming.

POLICY DIRECTION:

To recommend that the City establish a commitment of funding for new organizations and programmes.

Rationale - The existing allotment of grants monies often does not meet the City's present arts service needs. New growth in the arts community is necessary.

STRATEGY:

That within the City's base funding for the arts a portion of 10% (ten percent) be set aside to deal with new arts requirements such as one-time events, emerging organizations, and discretionary needs which may arise between grant application periods.

Objective #21

IMPLEMENTATION
To establish a procedure for the implementation of the municipal Arts Policy

POLICY DIRECTION:

To recommend that the Arts Policy be subject to monitoring and evaluation on an annual basis to ensure that policy Objectives are being met.

Rationale - The effects of specific recommended Strategies in the Arts Policy should be observed, recorded and assessed. This will provide an informed base of experience and direction for the evolution of the Policy over time.

STRATEGIES:

That the City and the Arts Advisory Sub-Committee organize and maintain an annual forum for public participation in the implementation and evaluation of the Arts Policy both to respect the identified needs of the community which it serves and to perform a planning function for the years ahead.

That the job description for the position of Arts Co-Ordinator be re-drafted to reflect the City's commitment to the realization of the Policy Objectives and Strategies as needed.

That the Arts Advisory Sub-Committee re-draft its Terms of Reference to relect its commitment to the realization of the Policy Objectives and Strategies, and to reflect a continuing communication and facilitating role.

That every effort be made by the City and its partners to meet specific deadlines as stated in Policy Strategies,
i.e., Objective #4, (Arts Directory), 1990;

Objective #9, (Arts Awareness Week), 1990;

Objective #5, (Art in Public Places Policy), 1990.

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